

Fort Worden State Park

Long Range Plan Phase III, Task 4

Preliminary Recommendation - DRAFT



1 November, 2006

This report begins with an overview of the Fort Worden State Park long range planning process. It describes the steps taken to develop the preferred options for future programming and improvement of the park, including a history of the fort and preliminary option. The process of analysis used in determining the options and the preliminary recommendation of a Life-long Learning Center is described. Finally, it addresses recommended next steps for project planning, strategy and transition issues to bring the Life-long Learning Center from a concept to reality.

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Overview

Fort Worden is a 434-acre state park located on Washington's Olympic Peninsula, within the historic city of Port Townsend. Originally a military fort, the Washington State Parks and Recreation Commission dedicated the Fort Worden State Park in 1973. Since that time, the park has served the public as a destination for recreation, conferences and arts activities and provides a variety of accommodations and meeting facilities. Fort Worden is listed on the National and State Historic Register as a Historic District and is the only Washington State Park that has been designated by the U.S. Department of the Interior as a National Historic Landmark.

As a unique site with exceptionally memorable characteristics, Fort Worden State Park has grown over the thirty-year period into an unusual and highly successful destination that visitors return to over and over again. With its astonishing array of ecosystems, visitors can explore and delight in the park. This success can be measured in a variety of ways: return visits, statements and stories of valued experience, percent of costs covered by revenues, the diversity of programs and activities and the unusually clear concise statement of vision and mission.

Planning Process

As the Washington State Parks and Recreation Commission prepares for its centennial celebrations in 2013, it has charged all Washington State Parks to develop a Long Range Plan. The plans must address:

- Stewardship of the natural environment.
- Enjoyment, health and learning promoting cultural heritage and physical well-being.
- Public service.
- Facilities maintenance and renovation.
- Financial strategy.

In response to the Centennial 2013 requirements, Washington State Parks and its Fort Worden partners have embarked on a long range planning process.

The challenge for developing a Long Range Plan at Fort Worden State Park is to build on the remarkable diversity and richness of experience that already exists at the park. The park and partners have created an innovative framework—a clear vision, mission and set of values that build upon the park's history and patterns of use. This framework will enable Fort Worden State Park and its partners to achieve their vision of becoming a legendary gathering place.

Vision

Fort Worden State Park is a legendary gathering place where people from around the world are transformed through retreat, renewal and discovery.

Mission

Fort Worden State Park is Washington's state park and conference center for recreation, arts, culture, history and the environment. It is a confluence of creative learning, recreation and retreat opportunities, for people of all ages, abilities and backgrounds.

The park is a partnership of the Washington State Parks and Recreation Commission, the Washington State Arts Commission, resident cultural institutions and business and major funders, achieving financial vitality through coordination and collaboration.

The partnership:

1. Promotes personal growth and professional development through conferences, workshops, performances, exhibitions and special events for individuals and groups.
2. Develops and manages businesses that fund annual operations.
3. Attracts public and private funding for capital projects and endowments.
4. Restores, preserves and interprets the significant historical, cultural and natural resources of the area.

Values

Stewardship

Fort Worden State Park develops, cares for and manages the park and serves visitors, volunteers and donors through local, native and sustainable environments and economies. Activities, programs and individual visitor experiences at the park are framed around discovery of, attentiveness to, education about and deep appreciation of its specific natural, cultural and historical environments.

Integration

The economic vitality of the park is a direct function of the economic vitality of all Fort Worden State Park partners. All businesses, programs and services at the park are dynamically integrated in active demonstration of shared and interrelated core values and economic strategies.

Learning: Creativity & Discovery

Fort Worden State Park serves individuals and gatherings dedicated to preserving and revitalizing cultural traditions, taking creative risks and generating new practices, ideas, and conversations.

Culture of Hospitality

Programs, services and facilities are designed, developed and promoted to attract, welcome and be accessible to all individuals whose interests are aligned with the missions, visions and values of the park partners.

Play

A commitment to individual health, renewal and transformation is enhanced by maintaining open space and facilities for retreat and enjoyment as well as self-directed and organized outdoor skills programs that heighten respect for natural and cultural environment.

Existing Conditions of Fort Worden State Park

To comply with Washington State Parks Centennial 2013 requirements, an assessment of Fort Worden State Park's current conditions was conducted.

Current conditions demonstrate that many of Fort Worden State Park's historic buildings are deteriorating. Amenities are inadequate with antiquated technology capabilities for conferences and guests. Limited funding constrains the park in its vision of being a "legendary gathering place." Further straining the park is an increase in visitor demand that is pushing Fort Worden State Park beyond its existing facility and staff resources. Without rehabilitation, the park could be "loved to death."

Due to deterioration beyond normal wear and tear, many facilities require substantial investment in capital improvements above and beyond cleaning and routine maintenance—a "no-action" approach to the park is not an alternative. With large funding increases from Washington State Parks uncertain, new creative methods to rehabilitate and operate the park need to be pursued if Fort Worden is to continue to be one of the agency's gems.

Thematic Models

Working in a collaborative effort, Washington State Parks staff, partner organizations and the consultant team identified five potential thematic models for future programming and improvements at Fort Worden State Park, each of which:

1. Deliver upon and support the vision, mission and values of the park and Washington State Parks; and
2. Are operated and developed within the broader context of a 434-acre state park that continues to be fully accessible to all visitors who just want to explore and delight in the site.

Some thematic models included opportunities for the park to work collaboratively with existing and/or new partners or institutions; any such collaboration at the park would be aligned with the fort's vision, mission and values.

Arts & Culture Center providing performance and exhibition spaces, workshop, practice, and studio space for individuals, small groups, non-profit institutions and, potentially, businesses seeking a unique artistic and cultural experiences in a natural setting with quality facilities and a diversity of accommodation levels.

Visitor's Retreat welcoming a broad public for retreat and renewal, with a range of recreational, environmental, arts, and history programming, and diverse accommodation options.

Regional Park & Non-profit/Small Business Campus providing park facilities to the general public and leasing facilities to for-profit businesses and non-profit organizations for office, meeting, exhibition, performance, and studio space.

Fort Worden University & Educational Center attracting and integrating schools, colleges, and other learning institutions into a campus providing an array of non-accredited, accredited, and degree residential learning experiences.

Education & Conference Center providing meeting space for institutions, non-profit organizations and businesses seeking high-quality facilities and accommodations in a natural setting.

The five thematic models represented a broad range of opportunities for new or expanded programming and long-term rehabilitation of Fort Worden State Park. At an August 7th workshop, these models stimulated critical discussion among parks staff and the Fort Worden Advisory Committee about how to further the remarkable quality and experience of the park.

The project team followed with a meeting on August 8th to identify the most compelling aspects of each model based on the August 7th workshop and incorporate these components into two integrated options. On August 24th the project team and client group met again and reviewed additional analysis to refine these two options.

The Options

Through collaboration among Washington State Parks staff, partner organizations and the consultant team, two options were developed. Components were incorporated from each of the five thematic models detailed in the prior section to create Option #1: Life-long Learning Center and Option #2: Conference and Retreat Center (Appendix A). These two options were analyzed, then studied, discussed and debated by Park staff, the Fort Worden State Park Advisory Committee and the public. Multiple sources of information were examined, patterns in public feedback were identified and specialists provided site, facility, operations and financial analysis.

OPTION #1: LIFE-LONG LEARNING CENTER

This option was developed from the following thematic models: Arts and Culture Center, Regional Park with Non-Profit/Business Campus and Fort Worden University and Educational Center. The Life-long Learning Center is an enhancement of the programs and structures currently in existence at the park.

The Life-long Learning Center option recognizes Fort Worden State Park as a “learning laboratory” where the site – historic buildings and grounds, natural areas and waterfront – is a focal point for understanding our place in the universe. As a center for life-long learning, it represents a confluence of creativity and experimentation. A hallmark of the park is its commitment to cooperation and stewardship – with its producing partners and the community of Port Townsend.

With this option, the park can continue to house educational entities that provide accredited degree programs which support business operations of accommodations and food services. The park would continue to provide facilities for programs, events, meetings and conferences to promote learning.

OPTION #2: RETREAT & CONFERENCE CENTER

This option was developed from the following thematic models: Visitor’s Retreat and Education and Conference Center.

The Retreat and Conference Center option recognizes Fort Worden State Park as “host” while its entrepreneurial hospitality partner recruits organized groups and independent visitors to take advantage of well-equipped meeting facilities, extraordinary gathering places, high-quality overnight accommodations and enticing seasonal cuisine. Its reputation as a conference center grows as a place where people can focus on business and pleasure in an authentic Pacific Northwest historic waterfront environment.

Analysis

To determine the most promising direction for the future of Fort Worden State Park, a number of physical and organizational aspects of the park were analyzed:

- Baseline Improvements
- Accessibility of Facilities to People with Disabilities
- Historical Significance
- Public Access
- Resident Organizations
- Financial Issues
- Governance
- Public Input

Baseline Improvements

With the long range planning effort, Fort Worden State Park faces a challenging circumstance. The park, the grounds and buildings are unique, largely intact historic and natural resources with physical characteristics that are of significant value to the citizens of Washington State. The park has functioned as a unique and very successful gathering place over the past thirty years, serving a broad range of users with exceptionally diverse programming.

Improvements, rehabilitation and maintenance of the park and its resources have been significant, but much remains deferred. Many historic structures have not been mothballed to prevent deterioration and limited resources have been available to undertake routine maintenance and restoration and improvements. Grounds have experienced similarly limited attention.

Limited public resources and state regulations governing operations and procurement procedures have resulted in an accumulation of deferred maintenance and inefficient operations. This situation has compromised the ability of park management to meet the vision of a “legendary gathering place” today and will be increasingly challenged in the future without intervention.

Given these circumstances, specific short-term actions are needed to allow the park to provide the expected service to park patrons that supports the mission and values of the park and its unique character, while planning and implementation of the Long Range Plan proceeds.

The list of improvements should be undertaken in a sequence that strategically facilitates the implementation of the Long Range Plan and supports the function of the park and its partners. A number of examples follow:

- **Mothball existing structures to preserve structural and historic integrity. Where possible, consolidate storage facilities to allow for mothballing and/or programmatic use.** This should increase maintenance efficiency, open up buildings for use and allow historic structures to be preserved.
- **Remove hazardous materials and upgrade utilities and systems to remove hazardous and energy consumptive conditions.** This should reduce operational cost and risk exposure for the park and users.
- **Upgrade housing to provide a broader range of accommodation types with upgraded fixtures, finishes and furniture and renovated interiors. In all cases, increase the quantity of rooms with private baths. Couple these improvements with a program for a higher level of maintenance and cleanliness.** This should result in an increased amount of park and program users during peak and shoulder seasons, resulting in increased revenue and program participation. This should remove the current barrier of poor quality accommodations.
- **Upgrade services and amenities, which are reasonably expected at a facility such as Fort Worden, including the gym, fitness studio, classrooms and gallery space.** This should address existing identified needs and services, increasing basic function and desirability immediately and as the Long Range Plan is implemented. It should motivate existing organizations to stay and grow and attract other desirable organizations to locate at the park.
- **Upgrade and provide access to information technology systems and provide coordinated access to Fort Worden and partner's activities calendars and web information.** This should eliminate a shortcoming currently identified by park users and increase partner coordination. Doing so should also allow the park to provide services currently offered by competing destinations and conference facilities.
- **Consolidate and upgrade visitor information and check-in services including enhanced use of web technology and staff training in hospitality.** This should result in a higher quality experience for the user, provide staff incentives and growth and reduce operational costs.
- **Evaluate existing contracts with vendors and providers to increase incentives to market and provide high-quality services.** Establish and fund an entity or professional staff that can aggressively market Fort Worden and its partners. This should motivate an upgrade in services, while increasing the number of users, facilitate cooperation among vendors and provide additional revenue.

The sequence of other improvements should be a logical and proactive implementation of the Long Range Plan. Priority should be given to facilities that will foster joint use by all users and participants. (See Appendix A for additional baseline improvements.)

Accessibility of Facilities to People with Disabilities

Fort Worden State Park was developed during a time when the ability of all people to have equal access to the park was less a concern.

As a core value of the Long Range Plan, the objectives of universal design for use by as many people as possible in an inclusive manner should be implemented. The strategic location of activities and the renovation of site and buildings should allow for universal access to the diverse range of activities. The historic structure and character of the site and facilities would be significantly impacted if all facilities and areas of the site were physically modified to allow for universal access. Therefore, the combination of activity location, building and site modification and the provision of alternative means of access should work to meet the objectives of universal access. All new buildings and facilities should be designed to meet these objectives (Appendix B & C).

Historical Significance

Fort Worden is a National Historic Landmark. The 1976 designation recognized the historic district as having both exceptional significance and integrity and in the 30 years since, Washington State Parks has worked hard to maintain those qualities. Insuring that the historic integrity remains intact is a key focus for the future.

The best way to realize the future is to work with what the park already has, to give priority to the rehabilitation of existing historic resources so that they serve visitor needs while retaining the feature that make them historic. New construction is possible, but only when a historic resource cannot be successfully adapted for the proposed use.

The Washington State Parks and Recreation Commission has adopted a policy that requires the application of the Secretary of the Interior's Standards for the Treatment of Historic Properties for any development on designated parks. The Standards are broad and flexible, and have been put into practice by many private and public organizations across the nation.

It should be important to develop Architectural Design Guidelines that describe the cultural natural of the historic resources and identify measure that help retain the character-defining features as rehabilitation efforts bring compatible contemporary change.

Public Access

As a cultural landscape with a broad range of ecosystems, Fort Worden State Park is first and foremost a public place. An evaluation of existing use patterns clearly illustrates that the majority of the park lands and facilities are freely accessible to the public (Appendix D). Participation in programs, attendance of performances and use of housing significantly increases access to include many of the buildings or facilities on the grounds. A limited number of buildings are not available to the public and are predominately used for maintenance and storage functions and are located in less-populated areas of the park and away from the major gathering places and primary amenities.

This assessment of open access is a benchmark from which to evaluate Long Range Plan options. The vision and mission for the park imply the objective of maintaining the level and diverse nature of public access. Therefore, the quantity and location of more private use areas must result in a reasonably balanced distribution to maintain the perception of access and actual access throughout the park. This approach furthers the objective of encouraging users to further discover the diversity that the park has to offer.

Resident Organizations

A brief, informal survey was distributed to all current resident organizations (Appendix E).

The purpose of the survey was to ascertain:

- Current level of activity;
- Perceived fit within the programmatic options presented;
- Current and anticipated demand for space/facilities at the park;
- Current and anticipated staffing and budget levels; and
- Long range plans for their respective activities.

Resident organizations range from small non-profits, such as the Friends of Fort Worden, Commanding Officer's Quarter's Museum and the Coast Artillery Museum, with small budgets up to \$35,000 a year, to large nonprofit organizations, such as the Marine Science Center, Copper Canyon Press and Centrum, with budgets ranging from \$400,000 to over \$2.5 million. Similarly, they range in organizational sophistication and managerial capacity from direction and staffing by volunteers to paid staffs enhanced by an extensive volunteer program.

Long range planning provides the park and the resident organizations a once in a generation opportunity to determine how an integrated economy could be developed to increase individual organization's capacities and attract new resident institutions that would bring with them whole new audiences and resources. Demands for space and specialized facilities should doubtlessly change as opportunities for expansion are more fully defined. Opportunities for similar organizations and services may be strengthened through consolidation or reorganization

Economic Issues

GAPS AND OPPORTUNITIES

Fort Worden State Park currently serves as a meeting venue for the Social, Military, Educational, Religious, and Fraternal (SMERF) segment and also supports arts and education-related events organized by Fort Worden State Park, Centrum, Marine Science Center, other resident institutions, national and local organizations. The existing conference center is constrained in its ability to expand its activities and serve new segments by its lack of suitable lodging facilities and state-of-the-art meeting facilities. Realistically, the park should not be able to compete with specialized conference facilities in the region primarily because of its location outside a one-hour travel radius from an international airport or major corporation. Conference facilities at resort destinations don't have the same requirements, however the park cannot offer the kind of resort amenities required for incentive-related meetings and conferences. The most apparent opportunity is to serve groups that are shoulding to trade proximity for

price. By serving the groups shoulding to trade proximity for price, the park has reduced its ability to generate sufficient revenue. The SMERF market falls into this category. Within the SMERF segment, the park can concede the most rate-conscious groups to other non-profit retreat centers. Further, some association business and a small amount of corporate business are potential sources of revenue as well. Finally, additional activity associated with arts and cultural events could supplement the other uses.

The most obvious deficiency at Fort Worden State Park at the present time is the lack of accommodations with private bathrooms. A 250-person meeting should typically require 150 or more guestrooms assuming some double occupancy. Approximately 70-100 of the recommended 150 total guestrooms should have private bathrooms. These guestrooms with private bathrooms could include either renovated rooms in one or more of the barracks buildings or a new lodge facility. The remaining 50-80 could be accommodated in semi-private rooms.

Fine arts, specialty tourism and spiritual, educational and fitness retreats represent the types of programming that could increase the level of activity and utilization of park facilities. All of them are compatible with the vision and values of the park and would make use of existing resources in the park. All of these uses will require lodging to support multiple day events, and a general upgrade to the accommodations at the park would be required. (See Appendix F for the complete Financial Gap Analysis report.)

FINANCIAL ANALYSIS OF LIFE-LONG LEARNING CENTER & RETREAT AND CONFERENCE CENTER

For the purpose of framing a model for evaluation, a new non-profit foundation in the Life-long Learning Center model would generate revenue from rentals to resident institutions and charging for lodging and food service charges to program participants. For purposes of analysis, it is assumed that there would be five major resident partners attracting a total of 100,000 participants. The actual number of partners and the length of time necessary to reach a stabilized level of activity may be significantly different. This model also assumes that the partners lease approximately 50,000 square feet of studio and classroom space.

In the second model, the Retreat and Conference Center, a contract operator would both generate revenue from rentals to user groups and charges for lodging and food service. Approximately 80% of room night activity would be conventions and groups, and 20% leisure travelers in this model.

The Retreat and Conference Center model generates more revenue than the Life-long Learning Center model and can support a higher level of capital investment. However, the required investment is also higher. Under either option, the supportable level of investment falls short of required investment by approximately \$10 million. This shortfall would have to be funded by the State or other source. In addition, \$10 million would be required for rehabilitation of administrative facilities and site improvements. The level of outside funding could be lower assuming a lower required return for Life-long Learning Center model. However, the assumed rental rates are based on cost recovery and may exceed what the resident partners can afford to pay.

The two options differ in the type of risk that would be involved. The primary risk in the Life-long Learning Center model is an organizational risk associated with finding the

number and type of resident partners that can generate the level of program activity that is assumed. The risk in the Retreat and Conference Center model is a market risk associated with the operator being able to compete in the marketplace to attract the levels of meetings and overnight visitors that are assumed. (See Appendix G for the complete Financial Analysis report.)

Governance

Fort Worden Area Parks currently operates as a quasi-region of Washington State Parks. The park area consists of Fort Worden, Old Fort Townsend and Rothschild House State Parks. The park area manager currently reports to the agency's Assistant Director of Parks Development Service Center. Fort Worden State Park manages facility operations and all leases. Leases language and terms are reviewed by the business development service center and approved by the Assistant Attorney General and either the Assistant Director or Deputy Director. It is also responsible for facility maintenance and capital improvements. However, legislative funding and current revenues generated at the park are insufficient to provide for ongoing maintenance and operations.

Some of the park's goals are realized through the resident organizations' programs or through concessionaire agreements. The resident organizations are tenants of Fort Worden State Park, each with their own leasing terms and arrangements.

An important part of the planning process is to assess the effectiveness of the current structure and to determine whether another approach might prove more successful. Several models were examined: (1) maintaining the current structure; (2) establishing a state Public Development Authority and devote it to carrying out the park's mission and vision; (3) establishing a private foundation for the purposes of private fundraising and seeking grants; (4) a combination of a public development authority and a private foundation that could both manage facilities, operations, capital construction and undertake fundraising, coordinated marketing, and resident organization relations.

Public Input

To obtain comment and direction, two meetings were held on September 21st, 2006: one with the staffs of Fort Worden State Park and resident organizations and the Fort Worden Advisory Committee, the other with the general public at an open house. The presentation included:

- Site plans of both options
- Cultural landscape character areas
- Existing public use zones
- Existing facility uses
- Existing landscape units and edges
- Potential use zones
- Fundamental assumptions and givens of Fort Worden State Park.

Over 150 public comments were received at these meetings and via postal mail and email. Following is an inconclusive summary of highlights from the public input received.

OPTION #1: LIFE-LONG LEARNING CENTER

The majority of respondents stated that the Life-long Learning Center is more closely aligned to the mission of Fort Worden State Park than the Retreat and Conference

Center. Maintaining community values and keeping the current culture of the park is of the utmost importance to respondents. The relationship between Fort Worden and Port Townsend is a “synergistic gem” that should not be displaced. Fort Worden has a unique role as a place of learning and artistic development, which would be further enhanced as a Life-long Learning Center.

- “Fort Worden and the City have developed a marvelous symbiotic relationship over the past 30 years. It hinges on the arts/cultural/learning centers of the Fort with tremendous ‘people’ support from the City. Developing a Life-long Learning Center will just fuel an even more exciting partnership.”
- Port Townsend has an arts emphasis and Centrum attracts audiences, without Centrum’s programs and events “the town would suffer greatly”. Option #1 preserves the relationship between Fort Worden and its long-time partners, especially Centrum.
- “As a Life-long Learning Center, Fort Worden has the potential to be a leading unique national institution. Once [building rehabilitation] is accomplished, the Life-long Learning Center will be in a much better position to offer world-class programming with first-rate faculty and attract an audience larger than ever.”

OPTION #2: RETREAT AND CONFERENCE CENTER

The Retreat and Conference Center was supported by two respondents. Many people visualized Fort Worden State Park becoming a “corporate playground” as a conference center. Emphasizing Fort Worden State Park as a retreat and conference center with corporate involvement was perceived to threaten the cultural, historical and artistic identity of the park. If the park’s focus changed from a learning-oriented atmosphere to market-oriented atmosphere, it may be detrimental to Fort Worden State Park as costs might rise to users of the park, as well as organizations currently at the park. Both options have to make a profit and include businesses in order to be successful, but the perception with this option is that the profit was considered a negative. The market for a retreat and conference center is questionable due to its distant location.

- “There are plenty of ‘conference centers’ worldwide for corporate and academic and other groups.”
- Fort Worden is two hours from the airport and a ferry ride away. Is there a market for a conference center like this with so many other ones out there, especially over time?
- Fort Worden would become unaffordable – a “Marriott” and spa for the well-to-do.

ADDITIONAL FEEDBACK ON THE OPTIONS:

SITE AND FACILITIES

Historic structures need rehabilitation and upgrading to keep them from deteriorating further. Some buildings are inaccessible to people. Keeping accommodation prices affordable will allow all types of people to enjoy Fort Worden. The lack of transportation to, from and within the park is a factor when looking at accessibility and future growth of the park, as well as parking and traffic flow.

- “You must bring the barracks up to a decent living standard. They are deplorable.”

- “The increased cost of providing upgraded accommodations to workshop participants may well raise the price of attendance beyond the reach of many/most participants.”
- Fort Worden State Park needs museum space in support of life-long learning.

OPERATIONS

Arts, cultural and environmental programming should extend through the year and include more outside programming to keep Fort Worden State Park thriving throughout the year. Adding more staff would help maintain park operations at a satisfactory level. Many people are concerned with the idea of a concessionaire running Fort Worden as they would have assumed power over the park.

- Programming during the year would draw people back to the park.
- Park staff are concerned for their jobs if a concessionaire would be brought in to guide the park.
- Keep the connection between Fort Worden State Park and Port Townsend alive.

FINANCES

Keeping Fort Worden State Park affordably accessible to everyone is important in maintaining the park’s vision. Finding a way to bridge the financial gap is necessary; public sentiment believes that the Life-long Learning Center could help the park become economically sustainable with the possibility of donors and foundation grants.

- “A retreat and conference center is controlled by an outside concessionaire [who] charges what the market will bear. Purely commercial.”
- “We don’t come here for super comfort, only an affordable venue to bring our people together every year for one weekend.
- “It seems clear to me that an arts/learning center is far more likely to attract philanthropic or tax money than would be a conference center model.”

CHARACTER AND PRESERVATION

The unique character of Fort Worden State Park is an essential element of the park. Maintaining the cultural and historic character of the park is of the utmost importance. Being mindful of the park’s history and keeping the park and its historic structure open to the public is important to the success of the park. Natural aspects of the park are sacred and should be preserved for future generations.

- “Fort Worden is a rare jewel in the state park system. It is totally unique in geographic location at the head of Admiralty Inlet.”
- “Don’t fill the park with any new development other than in areas that are already developed.”
- “Whatever you do, do not expand into the wild and open portions of the park.”

(See Appendix H for the complete Public Comment Summary.)

Preliminary Recommendation: Life-long Learning Center

The consultants and client group held a working session on October 11th, 2006 to develop the Preliminary Recommendation for the Fort Worden Long Range Plan.

Using the following analytical tools:

- Historical significance
- Public input as statements of preference
- Initially received organizational surveys
- Governance strategies available in the State of Washington
- Baseline improvements
- Site accessibility
- Initial financial analysis

The Long Range Plan reflects the need for a phased implementation with consistent check-ins for course correction. The plan places a significant focus on the organizational, programmatic and governance development with the clear commitment to an evolving organizational structure in the physical place of Fort Worden State Park.

Description of Program & Principles

Fort Worden State Park is envisioned as a “learning laboratory” where the site—historic buildings and grounds, natural areas and waterfront—is a focal point for understanding our place in the universe. As a center for life-long learning, it represents a confluence of creativity and experimentation. A hallmark of the park is its commitment to cooperation and stewardship—with its resident producing partners and the community of Port Townsend. Through activities in the arts, environmental education, local history, and recreation, stewardship and sustainability, the park will address the “whole person.”

As a complement to the life-long learning activities presented by resident organizations, the park will continue to host retreats and special events presented by non-resident groups and also provide short term accommodations for the Frequent Independent Traveler (FIT) market. In addition, to round out offerings and opportunities for multi-day visitors and park users, commercial providers will be contracted for such amenities as kayak rental, Internet access, exercise facilities and other services.

As integral to the concept of the park addressing the “whole person” will be the development of a more sophisticated food service provider, with an emphasis on local and regional growers and healthy menus. The food services will also become a learning laboratory where the provider will generate educational programs revolving around stewardship, sustainability, healthy eating and other culinary programs. It is expected that this provider will become one of the anchor resident partners to be attracted to the park.

Resident organizations will be given priority in terms of scheduling and facility use; however, the economic viability of Fort Worden State Park will require a delicate balance of programming and creating opportunities for entrepreneurial undertakings that can help

support the mission of the park. These entrepreneurial activities will include the camping and family vacation rentals similar to what is currently offered. Expanded and improved accommodations will serve audiences and workshop and seminar participants as well as a wider range of users oriented toward passive recreation and individual learning.

All of this will be done in the context of sustainable practices with an emphasis on modeling this as part of Fort Worden State Park's long-term restoration.

Target Market & Activities

TARGET MARKET

As a learning center, Fort Worden State Park will partner with resident cultural and educational institutions to present programs involving performing and visual artists, educational training, environmental and natural resources, historic preservation and interpretation, and culinary arts, stewardship practices, and audiences for all these disciplines, and the associated interested public for related conferences and training programs. Individuals and small groups from around the country seeking a variety of educational opportunities will find the learning center inviting.

Using its site on the promontory of the Strait of Juan de Fuca, the park will be a pre-eminent center for the study of marine sciences and associated terrestrial environmental systems education.

With its exemplary park features and a broad range of facility uses, the learning center will also welcome visitors from throughout Washington State and Cascade region seeking traditional historical park experiences. Individuals can stay several days discovering all that the park has to offer. Those visiting for only a day, a performance, lecture or film will be enticed to return for a longer stay.

ACTIVITIES

The park will offer opportunities for intensive experiences in the arts, humanities, environmental education and marine sciences, culinary arts, stewardship and sustainability designed to engage participants of all ages. Nationally recognized resident organizations will present multi-day and seasonal programs that may include performances, lectures, presentations, exhibitions or festivals attracting the general public. School age children will be able to participate in multi-day educational programs with an emphasis on experiential learning.

Artists, writers, scientists, environmentalists, musicians, recreational users, dancers, chefs, farmers, and historians will find the park a place where improbable alliances may be forged and unique ideas come to fruition. Its environment will support people in stepping out of their daily routines to toy with new ideas. This unique environment will provide room for remarkable things to happen.

Site & Facility Use

The site and facility use in the Preliminary Recommendation reflect a continued commitment to the existing exceptional character and public use of Fort Worden State Park. The following principles and objectives provide guidance for the location, function and approach to site and facility redevelopment and use in the implementation of the Long Range Plan.

GENERAL

- Fort Worden State Park will continue to function as a public park for public use and recreation.
- This plan assumes the park will accommodate increasing park demand in the future.
- The identity and cohesive character of the park will be the primary public perception and that any and all partners shall cohabit under the identity or brand of the park.
- Any organizations, businesses or entities operating at the park shall have missions and values which support the vision, mission and values of Fort Worden State Park.
- Organizations operating at the park shall work to foster symbiotic relationships. The physical use and design of the site and buildings will support these relationships.

SITE AND FACILITIES

- The renovation and reuse of existing structures and facilities prior to the development of new facilities is a core planning principle. In all cases, reuse and upgrade existing facilities for appropriate uses for the building size and site location.
- In addition to the historic district designation and requirements, any new buildings and facilities will be designed and sited so that the form, scale, spatial relationships and mass is in keeping with the buildings and facilities within the immediate zone. Site improvements shall be designed and sited so that the form, scale, mass and spacing is in keeping with those within the immediate and adjoining zones. As early as practical, design guidelines specific to the park will be developed to guide any rehabilitation or new construction activities.
- Increase the visitor's ability to quickly understand and use the park with a consolidation of the visitor information center and park headquarters.
- Strategically redevelop and locate accommodations to foster interaction, providing a range of types and scales more responsive to the consumer spectrum. Build on the historic pattern of land use.

- Common use facilities and amenities shall be located within the central historic park area in such a manner to foster interaction, gathering and programmatic cooperation and cross-fertilization. Examples include the collocation of a lending library with business center and coffee shop. These shared amenities will be located geographically throughout the park area to provide convenient access. They shall be located in such a manner to allow the individual or group multiple levels of interaction from intimate to very public. Facilities include sources of food, meeting space, library, gym, laundry, museums, and others.
- Renovate and restore the site for historic integrity and integrate greater ecological function in all surrounding areas.
- Within the context of the historic district designation and requirements, the central site shall be restored with the removal of any unneeded impervious surfaces. These surfaces shall be restored with drought tolerant grasses, grass pavers to meet event parking, native vegetation and forested landscape requirements, as appropriate.
- Within the context of the historic district designation, the existing plant communities will be assessed for health, restoration and successional enhancement including the planning for the removal and control of invasive species. Within the historic context, ecological health, diversity and habitat value shall be of primary importance.
- Permanent on-site parking shall be provided to meet a mid-summer mid-week parking demand. All event parking shall be addressed and located in specifically designated areas using grass pavers for multiple use and greater ecological function. Designated areas shall be those which do not limit other concurrent uses of the park and shall be located to concentrate impact in areas of the park such as the Industrial zone that can accommodate event parking (Appendix I). This is in keeping with the original conception of the historic fort as a village where parking is located in pods and users move on foot from facility to facility. Additional consideration will need to be given to user impact on surrounding neighborhoods and a potential traffic management strategy.
- The location of activities and the renovation of site and building will allow for universal access to the diverse range of activities. It is understood that the historic structure and character of the site and facilities would be significantly impacted if all facilities and areas of the site were physically modified to allow for access. Therefore the combination of activity location, building and site modification and the provision of alternative access means will work to meet the objectives of universal access. All new buildings and facilities will be designed to meet these objectives.

The Preliminary Recommendation: Site and Facility Use Plan reflects these principles and objectives (Appendix J). The focus of the figure is on the existing core of Fort Worden State Park due to the predominance of buildings and grounds which directly support or could be renovated to support activities. This is the central area of recommended changes. Other than the provision of park staff housing on Artillery Hill

and the reuse of Point Wilson Lighthouse, the existing activities and facilities would be upgraded and continue to function. The figure provides a level of detail for the purpose of articulating the principles that support the programmatic ecology of the park. It is a diagram of potential relationships and uses for considering opportunities as the Long Range Plan is implemented. It illustrates relationships and distribution of user amenities which will foster the objective of cross-fertilization, individual growth, and organizational synergy. This figure should be used in concert with the Public Use Zone diagram that identifies specific land use zones with characteristics that inform potential activities (Appendix K). In some cases, the Public Use Zone diagram identifies areas that have the capacity to absorb a great deal of change and activity and those which cannot. Finally, the Preliminary Recommendation Building Reuse Improvement Plan illustrates initial recommendations for renovation for use or reuse of specific buildings (Appendix L).

LAND CLASSIFICATION RECOMMENDATIONS

An important part of planning for Fort Worden State Park, particularly for potential uses that are not yet identified, involves the zoning or classification of park lands. Washington State Parks has developed a system of six land classifications that, when assigned to a specific area within a park, sets the appropriate intensity for recreational activity and development. Classifications are aligned along a spectrum ranging from low to high-intensity recreational uses and developments. By classifying park lands, the agency is able to set an overall intent for a property and consciously strike a balance between protecting park resources and providing an appropriate variety of recreational opportunities to park visitors.

The agency's land classification system includes six classifications: Natural Area Preserves, Natural Areas, Natural Forest Areas, Resource Recreation Areas, Recreation Areas, and Heritage Areas. While the first five classifications fall neatly along the spectrum from low to high-intensity uses, the Heritage classification does not. The relationship between protection and public use of natural systems is relatively straightforward. That is, permitting less use affords greater protection. For cultural features, this relationship doesn't always hold. Historic buildings, gun batteries, and other durable features can withstand intense use without serious consequence and will often fare better than if left unused and neglected. For other cultural resources, e.g., pictographs or archaeological sites, the opposite is true. For this reason, the Heritage classification provides flexibility for a wide variety of public activities and development, provided the integrity and long-term protection of the cultural resource is not compromised.

Through critical analysis of natural and cultural resources and evaluation of future educational and recreational needs, the agency planning team recommends that Fort Worden State Park be classified as a combination of Heritage Area, Recreation Area, and Resource Recreation Area.

To reflect the park's status as a National Historic Landmark – a designation reserved for the nation's most highly significant historic sites – the vast majority of the park should be classified as a Heritage Area. This includes the Garrison area (main campus excluding existing upper campground), Battery Hill, Point Wilson Lighthouse Reservation, and portions of Point Wilson spit excluding the existing lower campground. Activities *conditionally* permitted in Heritage Areas must be approved with the concurrence of the State Parks and Recreation Commission as part of its land classification decision.

Conditional uses in Heritage Areas include farming/orchards, grazing, metal detecting, orienteering, off-trail equestrian, off-trail cycling, paragliding, windsurfing, and technical rock climbing. Of these only orienteering and windsurfing should be permitted within designated heritage areas.

The upper and lower campgrounds at Fort Worden State Park include 30 and 50 full utility sites respectively. These campgrounds provide an extremely popular camping experience, with use extending well into the shoulder and off-season. Both campgrounds should be classified as Recreation Areas to permit the existing camping opportunities to continue in their present locations.

Areas within the original military reservation south of the developed Garrison, upper campground, and Battery Hill, while still a significant cultural landscape, contribute to the integrity of the historic district primarily through their lightly developed state and the visual separation they provide between the park and contemporary development outside. These areas should be classified as Resource Recreation Area to allow existing hiking and cycling trail activities to continue and to retain them in their existing, largely undeveloped state. Activities conditionally permitted in Resource Recreation Areas include farming/orchards, grazing, off-trail equestrian, and off-trail cycling. None of these additional activities should be permitted in these areas.

Chinese Gardens, acquired by Washington State Parks separately outside of the military reservation, includes cleared meadow and pond between the south military reservation boundary and W street. The area currently includes vault toilets and primitive parking area. This area should be classified as Resource Recreation Area to permit existing trail and informal picnic activities to continue while limiting additional development to that consistent with preservation of cultural landscapes and natural features.

LONG-TERM PARK BOUNDARY RECOMMENDATION

Delineation of long-term park boundaries is a relatively new and often misunderstood aspect of park planning. In short, the purpose of a long-term boundary is to take a big picture look at what lands, independent of ownership, might advance the conservation and recreation mission of the park. This process not only considers whether an adjoining property would make a suitable addition, but also considers whether agency-owned property should be retained or might appropriately be considered surplus to park needs. Including a privately owned property in a long-term boundary does not necessarily mean the agency wants to purchase it. It simply means that it would be in the park's best interest if the property were managed/maintained in a condition that complements development and operation of the park. Any of the following possibilities could apply:

The agency might:

- Seek to formalize an agreement with an adjacent property owner to advance a shared property management goal.
- Solicit a conservation easement from an adjacent property owner to protect certain natural or cultural features.
- Readily accept a donation of all or part of a private property.
- Consider exchanging agency-owned property for a private property.
- Consider purchase of a private property in fee.

Land that should be included within the park's long-term boundary include:

- North Beach County Park.
- Barrymoore property adjacent to Chinese Gardens.
- Port of Port Townsend shoreline property between Fort Worden and a north-south line aligned with the east entry gate.
- Point Wilson Lighthouse Reservation.

(See Appendix M for the land classification plan.)

Planning Coordination with the City of Port Townsend

Fort Worden is located within the jurisdictional boundary of the City of Port Townsend. It is clear that Fort Worden and the City cannot act in isolation and in fact benefit significantly from one another. This relationship could and should be strengthened and formalized wherever possible. City staff has proposed establishing a technical working group including both City and State Parks staff to coordinate zoning and permitting activities. State Parks staff should pursue coordination of this type as well as more frequent and consistent coordination between Fort Worden staff and the Port Townsend City Manager and City Council.

Governance & Organizational Structure

The primary objective in developing an alternative governing and organizational structure for Fort Worden State Park is to increase the flexibility of park management, its ability to be entrepreneurial in its business approach and improve its capacity to raise funds and earn revenues. The park should move toward a public-private partnership in its funding and operations. With this in mind, the creation of a state level equivalent of a local Public Development Authority (PDA) could provide the park with a constructive measure of independence, allowing it to meet its potential, while maintaining a quasi-governmental status. At the same time, it is important for the State of Washington to continue to be a financial partner in maintaining the park for the people of Washington State as an important historic site and nature preserve.

The park enjoys the interest and support of a wide public and a large degree of "ownership," especially by residents of Port Townsend and the surrounding community. This commitment of the community and constituents of the resident organizations positions the park well for seeking private support from foundations and individuals and potentially securing sponsorships from corporations and businesses. Creating a non-profit foundation to seek, receive and manage these funds will allow the park to benefit from this support.

In defining the role of a possible foundation, it will be important to articulate clearly its responsibilities in fundraising relative to that of the resident organizations. Articulating a framework for fundraising can help potential donors understand what the foundation is seeking versus what the resident organizations are raising funds for. For example, it may be desirable to have the foundation responsible for all capital fundraising while the resident organizations raise money solely for their operations. Another scenario could put the foundation in charge of fundraising for "core and shell" while the resident groups seek funds for specialized equipment or particular "tenant improvements." The important thing is to establish a policy that is agreed to by the partners and is transparent to funders.

Because the park enjoys a symbiotic relationship with its many nonprofit resident organizations and maintains concessionaire agreements for certain services (food service, spa services, kayaking and boating, for example) and because it also acts as a “hotelier,” renting camp sites and vacation rentals, it is a complicated business model. Any alteration of governance and organizational structure must keep this in mind. A goal should be to establish as simple a structure as possible, not increasing the layers of bureaucracy and making clear the lines of authority. Starting with a description of the park’s various “lines of business” would be a good place to begin the process.

Program Ecology

As stated earlier, Fort Worden State Park and its resident organization partners represent a complicated and multifaceted organism. As such, the entities play different roles and contribute to the whole in various ways. In looking to the future, the vision, mission and values that were articulated and codified in Spring 2006 should guide the growth of Fort Worden and should provide a framework for evaluating future partner roles and responsibilities (See Process, page 2-3).

Some organizations with limited financial resources and capacities may have missions that are so closely aligned with the park’s recently adopted vision and mission and may be, in effect, providing the park a service that financial participation may be evaluated differently. Others may fulfill specific goals, enhancing the park’s reputation as a national leader. Still others that have greater resources may be in a position to play a more significant financial role and as such, may receive priority when it comes to program expansion or facility improvements. Developing a weighted set of criteria may prove desirable to ensure a balance of programming and financial participation.

Capital Investment

The capital investment for facilities for the Life-long learning Center option are summarized in the following table:

Elements	Preliminary Cost Estimate	Timing	Responsibility
Lodging	\$12.0 million	Near-term	State/Foundation
Food and Ancillary Services	2.2 million	Near-term	State/Foundation
Studios/Classrooms	1.1 to 4.4 million	Near-term/ Intermediate	Foundation/Partners
Wheeler and McCurdy Facilities	2.2 million	Intermediate	Foundation/Partners
Park Administration/Programs	3.5 million	Intermediate	State
Grounds	<u>6.5 million</u>	Intermediate	State
Total	\$27.5 to 30.8 million		

The cost estimates include contingencies and soft costs. The range of costs for the studios and classrooms reflects the varying levels of improvements that will be required depending on the needs of future resident partners.

Washington State is identified as the responsible party for the improvements related to grounds, administrative facilities, and recreation facilities (particularly the day use facilities). The State and a non-profit foundation should work together to secure funding for lodging and food service upgrades. The foundation and resident partners should work together to fund improvements to program facilities and studios/classrooms.

LEASES TO RESIDENT PARTNERS

The new management structure should enter into a long-term master lease with Washington State (or similar arrangement which would maintain State ownership). The new management structure, in turn, should lease space to resident partners on an exclusive use basis for studio/classroom space, or on a per-use basis for the program spaces. A renovated building with flexibility for a variety of uses could be leased for a one to five year term at a rate based on cost recovery. Such a rate is estimated to be approximately \$10 per square foot per year plus operating expenses. A building that doesn't require the same level of improvements or one with improvements funded by the tenant would command a lower rent. A longer term lease is justified when the tenant is funding the improvements.

In the case of the program facilities, a schedule of rental rates would reflect credits to those resident partners who have funded improvements.

CRITERIA FOR RESIDENT PARTNERS

The success of the park as a Life-long Learning Center is dependent upon the resident partners and new anchor partners attracting strong participation in their programs. From a strictly financial point of view, high levels of overnight use of facilities will generate the food service and lodging revenue necessary to fund improvements. In a broader sense, the high levels of use provide collaborative opportunities for all the partners. Accordingly, potential resident partners should be evaluated according to the likely compatibility of their programs, and the likely levels of overnight stays.

PARTNER FUNDING

In addition to the needs for funding of the foundations oversight activities and facilities, there will be an ongoing need for funding by individual resident partners. Successful collaboration by the partners should improve their potential for their own fundraising.

Looking Toward the Future

In 2013, Washington State Parks will celebrate its centennial. With a charge delivered to all Washington State Parks to develop a long range plan by 2013, Fort Worden State Park finds itself at a historic moment. With historic structures deteriorating, this charge is opportune.

Fort Worden State Park and its partner organizations have the opportunity to further grow and develop the aspects of the park that the public loves and embraces such as arts, science and the environment. Change is required at the park for it to continue existing as the unique site that it is today. However, those changes are not dramatic in physical facility and organizational structure, but a rehabilitation of what currently exists. Sites and facilities will continue to be open to all, allowing extensive use of the park and buildings and non-profit organizations will continue to provide exceptional programming to the community. The preservation of the historic park and cultivation of its resources is vital to the State of Washington residents, the larger community of Port Townsend and Jefferson County and the community at large and will continue to be so in the future.

Next Steps: Project Planning, Strategy & Transition Issues

Early Actions

The development and implementation of a Long Range Plan takes time. It is essential that the work which can begin start immediately. Fort Worden State Park is an exceptional resource of physical, environmental, social and cultural ecosystems and the deferred attention to any of these components has implications for the short- and long-term health and well-being of the collective and individual parts.

As noted earlier, there are a series of baseline actions which can be initiated immediately without impact on the recommended plan. The following actions reflect a preliminary evaluation of the public comment, context analysis and the financial and organizational evaluation.

DIALOG

- Enter into discussions with Washington State Parks regarding the implications and costs associated with delayed maintenance and stewardship with the objective of developing a program for capital improvements and financing which will allow the park to start the implementation of the long range plan toward self sufficiency with a reasonable financial burden.

LODGING

- Immediately move to upgrade all housing as noted in this report's Analysis section: Baseline Improvements.

FACILITIES

- Mothball and stabilize all buildings and facilities not currently committed to a specific use. A Long Range Plan principle is to reuse and renovate buildings prior to building new. Evaluate all existing and new projects or actions using this principle. Coordinate this effort with the development of a new maintenance facility and consolidate all storage to free up existing buildings for needed program use.

TECHNOLOGY

- Make technology information systems available to the park users and partners. Resolve issues of security and access as required to provide the expected service. Determine the best and expeditious method to contract with a reliable service provider.

LEADERSHIP

- Explore and recommend the best management solution that will allow the hiring of staff to obtain funding, to coordinate outreach tools such as a shared master calendar of activities, do outreach and marketing for the park and partners, assist in communicating the long range plan opportunities, program and objectives for the purpose of increasing users and potential future partners in the implementation of the Long Range Plan.

- Undertake a cooperative producing partners' capacity assessment, jointly develop a training program and long range strategy regarding increased capacity, participation and collaboration.
- Undertake a review and evaluation of the existing producing ecology of the park to identify gaps and potentials and pursue the addition of new producing on-site or off-site partners.

Developing a Business and Operations Plan

The next phase of the planning process will be a 12-18 month period in which the business details and work program for Fort Worden State Park are developed in coordination with its partners. As implied above, there are diverse and, potentially, competing interests that must be considered. It will be necessary that the business and operations planning process be unbiased with a commitment to a balanced and fair approach. It is also desirable that in this phase of planning, a new way of doing business is modeled that includes both public and private financial participation in supporting the planning process.

The bulk of the work during the first phase of the plan is organizational planning and development. The plan should develop a work program, timetable and benchmarks for decision-making.

An advisory body could be developed that includes representatives of various interests and expertise and should play a role in evaluating recommendations and overseeing the planning.

A formal mechanism for substantive engagement of resident organizations is an essential part of the planning process. This will include a process and procedure for developing goals and criteria for the "organizational ecology" of the park. Maintaining the good will and symbiotic relationship of the park and its partners should be a priority. Developing a strategy for providing management training and capacity building will help position the organizations for growth.

An early work program item will be a detailed assessment of the alternative governance structures identified in this report. This should include legal analysis of the options and transition planning. By the conclusion of the planning process, it will be desirable for this new structure to be in place and a new model for doing business implemented.

The park should undertake the baseline physical improvements identified in this report as soon as possible (See Analysis, page 6-7). Planning for other physical improvements driven by programs and organizational demand, including potential adaptive reuse of buildings, will be an outgrowth of this next phase of planning. The method of implementation, an order of magnitude budget and a proposed timeline should also be included in the strategic plan. This work will inform a fundraising goal. A fundraising feasibility study will be a later work program item.

Financial Planning: Steps to a Business Plan

A financial plan is a key component of any overall business plan. The purpose of the financial element is to identify sources of funding for all operating and capital requirements. The plan must have flexibility to respond to the uncertainty related to number, scale and timing of commitments by resident partners.

- Identify initial resident partners and scenarios for commitment of additional partners over time.
- Estimate program activity for alternative scenarios for resident partners.
- Refine capital cost estimates. Construction costs need to be estimated on a building-by-building basis reflecting likely tenant needs. The level of detail can be less for longer term projects and those associated with partners not yet identified.
- Identify staffing and resource requirements for foundation activities and support services. The requirements will vary with the resident partner scenarios.
- Identify leasing structure with basic rates and credits for tenant investment.
- Estimate operating revenue from rents and support service charges.
- Identify financing options and terms for capital needs.
- Identify potential grants and contributions for appropriate facilities and programs.
- Prepare annual financial sources and uses comparison over development period for alternative scenarios for partner commitments.

Appendices

- A. FORT WORDEN LONG RANGE PHASE III, TASK 2: OPPORTUNITIES & CONSTRAINTS REPORT**
- B. EXISTING LANDSCAPE UNITS & EDGE ANALYSIS**
- C. TOPOGRAPHY STUDY**
- D. EXISTING PUBLIC USE ZONES**
- E. RESIDENT ORGANIZATIONS SURVEY**
- F. FINANCIAL GAP ANALYSIS**
- G. FINANCIAL ANALYSIS**
- H. PUBLIC COMMENT SUMMARY**
- I. SITE EVENT PARKING ANALYSIS**
- J. SITE & FACILITY USE PLAN PRELIMINARY RECOMMENDATION: LIFE-LONG LEARNING CENTER**
- K. PUBLIC USE ZONES PRELIMINARY RECOMMENDATION: LIFE-LONG LEARNING CENTER**
- L. PRELIMINARY RECOMMENDATION: BUILDING REUSE IMPROVEMENT PLAN**
- M. PARK LAND CLASSIFICATIONS AND LONG-TERM PARK BOUNDARY DIAGRAM**
- N. OPTIONS PRESENTATION**
- O. EXISTING FACILITIES**
- P. POTENTIAL USE ZONES**
- Q. SITE PLAN**
- R. SITE AERIAL**